



GSA AWARD PIID: 47QFDA23F0018

SYSTEMS ENGINEERING AND TECHNICAL ASSISTANCE (SETA)
SUPPORT

IN SUPPORT OF:

INDUSTRIAL BASE ANALYSIS & SUSTAINMENT (IBAS) PROGRAM

ISSUED TO:

ANALYTIC SERVICES INC

ISSUED BY:

U.S. GENERAL SERVICES ADMINISTRATION (GSA)
FEDERAL ACQUISITION SERVICES (FAS)
REGION 11
1800 F. STREET, NW
WASHINGTON, DC 20006



ATTACHMENT B

SECTION 2 – PERFORMANCE WORK STATEMENT

Title: Systems Engineering and Technical Assistance (SETA) Support for the Office of the Secretary of Defense (OSD) Industrial Base Analysis & Sustainment (IBAS) Program

1 INTRODUCTION

1.1 Background

The Industrial Base Analysis and Sustainment (IBAS) Program resides within the Office of the Assistant Secretary of Defense for Industrial Base Policy (ASD(IBP)). IBAS authorities, as established by 10 USC Sec 4817, include: 1) Monitor and assess the industrial base, 2) Address critical issues in the industrial base related to urgent operational needs, 3) Support efforts to expand the industrial base, and 4) Address supply chain vulnerabilities. Accordingly, the IBAS program's priorities are:

- Prepare the defense industrial workforce by promoting, elevating and accelerating industrial talent pipelines
- Ready the modern Defense Industrial Base (DIB) through investments that advance and sustain traditional defense manufacturing sectors
- Prepare for the future by identifying, attracting, and cultivating emerging defense sectors
- Assess, shape and mitigate risks and supply chain vulnerabilities within the global DIB
- Build and strengthen partnerships across the global DIB

IBAS provides the Department of Defense with a unique capability to achieve the strategic goal of a strong, resilient, responsive, and healthy United States industrial base that improves the Department's force readiness posture. By investing in the areas mentioned above and building partnerships with industry and the Interagency, the IBAS program strives to keep the U.S. industrial base at the front of strategic competitiveness by fielding new technologies and systems with the right-sized and trained workforce.

Investments in the health and resilience of the DIB are central to the Department's focus on readiness and lethality. The IBAS program is dedicated to ensuring that the Department of Defense is positioned to effectively address industrial base issues and support the National Security Innovation Base. IBAS leverages several contracting authorities and has invested more than \$650 million directly into the industrial base over Fiscal Years (FY) 2019 to 2022.

The IBAS program is overseen by a small team of government personnel with decades of industrial base and manufacturing technology experience. Augmenting this team with subject matter experts and program management support through a Systems Engineering and Technical Assistance (SETA) contract is key to the continued success and scaling of the program to meet



current and future Defense Industrial Base needs. This PWS identifies the specific SETA support required for the IBAS Program in support of current and future Defense Industrial Base needs.

1.2 Objective

The objective of this procurement action is to source SETA support for the IBAS Program. The Contractor must provide SETA support to meet the diverse and complex requirements of the IBAS program. SETA support will encompass strategic planning, requirements development, critical thinking and analysis, program management, project management, strategic communications, acquisition support, budgetary expertise, technical subject matter expertise and process documentation. The program requires a team capable of rapidly identifying, analyzing and assessing near-, mid- and long-term courses of action related to sustainment and expansion of the industrial base and mitigation of supply chain vulnerabilities. The team will be responsible for proactively engaging with Service acquisition and investment programs, with defense and commercial industry partners, and Executive and Legislative Branch stakeholders to assess industrial base risks and identify investment opportunities to improve department lethality and readiness.

2 APPLICABLE DOCUMENTS

The documents below form a part of this PWS for reference and are the base document. Refer to the latest revision of the document. In the event of conflict between the documents referenced herein and the contents of this PWS, the contents of this PWS must prevail. The Executive Order (EO) provides high level guidance for Industrial Policy for the Executive Branch. The remaining standards provide additional guidance for the format and content of technical deliverables and applicable practices to the operation of the IBAS program. Contractor will have a general understanding and familiarization with all documents referenced below. The content within will be applicable to the performance of tasks described in Section 3. All are available via the internet or fee-based subscriptions.

2.1 EXECUTIVE ORDERS

E.O. 14017 America's Supply Chains

2.2 MILITARY STANDARDS

ANSI/EIA-649 National Consensus Standard for Configuration Management

ANSI/NISO Z39.18-2005 Scientific and Technical Reports – Preparation, Presentation, and Preservation, 27 July 2005 (R2010)

MIL-STD-31000A Technical Data Packages



MIL-HDBK-61A Configuration Management Guidance (07 Feb 2001)

PRO 50 0790 Interim Program Review/Work Session Conference Minutes Review and Distribution Procedures

ISO 9001:2015 Quality Management Systems Requirement

ISO 10007:2017 Quality Management – Guidelines for Configuration Management

2.3 DEPARTMENT OF DEFENSE DIRECTIVES AND INSTRUCTIONS

DoDD 4400.01 Defense Production Act Programs

DODI 5000.02 CH-4 Operation of the Defense Acquisition System 31-Aug-18

DODM 5105.21 Volume 1 CH-1 Sensitive Compartmented Information (SCI) Administrative Security Manual: Administration of Information and Information Systems Security 16-May-18

DODM 5105.21 Volume 3 CH-1 Sensitive Compartmented Information (SCI) Administrative Security Manual: Administration of Personnel Security, Industrial Security, And Special Activities 5-Apr-18

DODM 5105.21 Volume 2 CH-1 Sensitive Compartmented Information (SCI) Administrative Security Manual: Administration of Physical Security, Visitor Control, And Technical Security 5-Apr-18

DODM 5200.01 Volume 1 CH-1 DOD Information Security Program: Overview, Classification and Declassification 4-May-18

DODM 5200.01 Volume 2 CH-3 DOD Information Security Program: Marking of Information 14-May-18

DODM 5200.01 Volume 3 CH-2 DOD Information Security Program: Protection of Classified Information 19-Mar-13

DODM 5200.01 Volume 4 CH-1 DOD Information Security Program: Controlled Unclassified Information (CUI) 9-May-18

DoD 5200.22-R Industry Security regulation

DoD 5200.2-R Personnel Security Program

DODD 5205.02E CH-1 DOD Operational Security (OPSEC) Program 11-May-18



DODM 5205.07 Volume 1 CH-1 DOD Special Access Program (SAP) Security Manual: General Procedures 12-Feb-18

DODM 5205.07 Volume 2 CH-1 Special Access Program (SAP) Security Manual: Personnel Security 12-Feb-18

DODM 5205.07 Volume 3 CH-2 DOD Special Access Program (SAP) Security Manual: Physical Security 12-Feb-18

DODM 5205.07 Volume 4 CH-1 Special Access Program (SAP) Security Manual: Marking 9-May-18

DODD 5220.22 CH-1 National Industrial Security Program 1-May-18

DODD 5220.6 CH-4 Defense Industrial Personnel Security Clearance Review Program 20-Apr-99

DoDD 5230.24 Distribution Statements on Technical Documents

DODD 5230.25 CH-2 Withholding of Unclassified Technical Data from Public Disclosure 15-Oct-18

DODD 5240.06 CH-2 Counterintelligence Awareness and Reporting 21-Jul-17

DODD 8140.01 CH-1 Cyberspace Workforce Management 31-Jul-17

DoDI 8510.01 Risk Management Framework for DoD Information Technology

DoDD 8500.01E Information Assurance

DoDD 8500.2 Information Assurance Implementation

DoDD 8570.01 Information Assurance Workforce Improvement Program

3 TASKS

3.1 Contract/Task Order Management (FFP)

3.1.1 Contract Management:

The Contractor must provide sufficient management to ensure that this task is performed efficiently, accurately, on time, and in compliance with the requirements of this document. Specifically, the Contractor must designate a single manager to oversee this task and supervise staff assigned to this task. The Contractor must develop and implement a detailed plan for the overall management of this contract. The Contractor must establish clear organizational lines of authority and responsibility to ensure effective management of the resources assigned to the requirement. The Contractor must maintain continuity between the client site team and the contractor's corporate offices site team.



3.1.2 Monthly Status Reports.

The Contractor must provide a monthly report which summarizes overall performance under the task order. The report must detail performance under each task of this performance work statement, addressing completed tasks and the status of on-going tasks. For in-process tasks, the Contractor must identify accomplishments for the month, identify planned accomplishments for the coming month and potential risks that might negatively impact performance and proposed mitigation plans. Reports must be submitted monthly on the 5th calendar day for the preceding month to the Contracting Officer's Representative (COR) with a copy to the cognizant Contracting Officer. All deliverables must be submitted to the COR. The COR is responsible for tracking and acceptance.

3.1.3 Subcontract Management:

The contractor shall provide subcontractor management in support of the requirements of the PWS. In addition, the contractor is responsible for prime/subcontractor integration.

ACCOUNTING FOR SERVICE CONTRACT REPORTING

The contractor must report ALL contractor labor hours (including subcontractor labor hours) required for performance of services provided under this contract for the Office of the Secretary of Defense (OSD) Office of Industrial Base Analysis & Sustainment (IBAS). The contractor must completely fill in all required data fields using the following web address:

<http://www.sam.gov>.

Reporting inputs will be for the labor executed during the period of performance during each Government Fiscal Year (FY), which runs October 1 through September 30. While inputs may be reported any time during the FY, all data must be reported no later than October 31 of each calendar year. Contractors may direct questions to the support desk at: <http://www.sam.gov>.

3.2 Program Management Support (L/H)

The Contractor must perform all functions in 3.2 sub-tasks below necessary to support overall Program Management of the IBAS Program, its portfolio of investments, its contracting mechanisms, functions and engagement responsibilities. The Contractor must review the existing Program Management artifacts and update them to reflect the changes in the Program. Specific deliverables of these artifacts are listed in Section 5.

3.2.1 Reporting

The Contractor must draft, socialize, and submit final IBAS inputs to the Industrial Base Policy (IBP) Weekly Requirements Report (WRR) capturing high impact activities summarized for senior leadership. Inputs for the WRR are collected from IBAS Project Leads, Deputy Director and IBAS Director. Each activity summary should include, but not be limited to background sentence that highlights what the activity is or was, when and where it took place or will take place, purpose of the activity or event and significant participants, key outcomes, takeaways, due-outs, or benefits/impacts. The Contractor must collect inputs from the performing activities and provide the Program Management Review in either PowerPoint or SharePoint format in support of weekly reviews with the IBAS Director.



3.2.2 Schedule:

The Contractor must draft, analyze, integrate, review, and provide recommendations for program schedule milestones and other documentation in accordance with Government, DOD and OSD regulations. The Contractor must perform critical path analyses using Gantt charts and other methodologies. Major annual activities requiring schedule support include, but are not limited to, the Program Objective Memorandum (POM) cycle, DoD-level and internal program reviews, portfolio planning cycles leading up to year-of-execution, and other major program activities as defined by the Program Director.

3.2.3 Program Reviews:

The Contractor must provide program support for reviews, conferences, briefings and other meetings. Program Management Reviews (PMR) are conducted semi-annually. PMRs may be conducted virtually or in-person. In-person reviews have been accounted for in the travel requirements (Section 6). Up to 8 conferences are supported annually. Conference support may include these elements: attendance, booth/session sponsorship and industry coordination. Examples include but are not limited to National Defense Industry Association (NDIA) Manufacturing Division, Defense Manufacturers Conference (DMC), International Manufacturing Technology Show (IMTS), and RAPID+TCT.

3.2.4 Internal and External Teams and Working Group Support

The Contractor must facilitate and participate in integrated product teams (IPTs), special advisory boards, off-sites, working groups (WG), site visit teams, etc. Facilitation includes, but is not limited to, setting up meeting logistics, developing agendas and read-ahead documents, managing the agenda during the meeting, and serving as the exec secretariat/lead technical advisor to the group. Teams and Working Groups include but are not limited to: Supply Chain Resiliency WG; Castings & Forgings WG; Defense Microelectronics Cross-functional Team (DMCFT); Cornerstone OTA IPT. Site visits include but are not limited to University's, Dept. of Energy facilities, Industry facilities, and Military Installations. Site visit travel requirements are captured within the Section 6.

3.2.5 Process Improvement:

The Contractor must review, analyze and provide recommendations to improve business practices, methodologies, and functions to improve program management. This includes the development and updating of Standard Operating Procedures (SOP) for program activities such as: administration, acquisition and financial functions.

3.2.6 Documentation and Data:

The Contractor must prepare and maintain program documentation. The Contractor must provide data management. This includes: program and project information, strategic communications, process documentation, and organizational/administrative documents. Documents are maintained in the organizational SharePoint site or customers network drive file system.



3.2.7 Risk Management:

The Contractor must develop and implement risk management strategies and plans, and prepare risk assessments, analyses, studies and recommendations for program and project management within the IBAS portfolio as described in Section 1.

3.2.8 Metrics:

The Contractor must identify and analyze metrics in order to track process performance and monitor the use of the metrics. Areas of interest include engineering and technical performance as well as Office of the Secretary of Defense (OSD) Comptroller financial benchmark requirements. Data associated with the technical portfolio of IBAS projects will be provided to the Contractor to support portfolio management and strategic communications with senior DoD leadership and Congressional liaison offices.

3.3 Financial Management (FFP)

The Contractor must provide financial management support to include but not limited to; monthly status reports, Program Management Reviews (PMRs), Defense Agencies Initiative (DAI) integrated financial management system and other financial reports, MIPR status updates, FY budget exhibits, FY obligation and spend plans, and President's Budget submissions.

3.3.1 Financial Controls:

The Contractor must be responsible for implementation of fiscal practices and controls. The Contractor must provide a process of implementing and managing financial control systems, collecting financial data, analyzing financial reports, and making sound financial recommendations based on the analyses performed by the Contractor.

3.3.2 Programming, Planning and Budget

The Contractor must provide programming, planning and budgeting management including budget preparation and justification, funds execution, program planning and analysis, and the presentation of this data in various formats (i.e., Excel, PowerPoint, MS Word, etc.). Major annual functions supported are the POM cycle, Unfunded Priority Lists, and projected execution/phasing plans for the coming FY through the FYDP. Support is required for preparation and issuance of over 100 Military Interdepartmental Purchase Request (MIPR) to supporting DoD (i.e., Army, Navy and Air Force) and other Government agencies (i.e., Department of Energy) per year.

3.3.3 Cost Estimating and Analyses

The Contractor must provide inputs to independent cost estimates in support of planning and execution of initiatives within the IBAS portfolio. The Contractor must prepare estimates at completion (EAC) for work conducted by a government activity or a contractor. The Contractor must perform contract earned value management system (EVMS) analyses. The Contractor must analyze, evaluate and provide recommendations for Total Ownership Cost (TOC), Cost as an Independent Variable (CAIV) and Life Cycle Cost (LCC). The Contractor must analyze obligations and expenditures, maintain forecasts, prepare reports on the status/recommendations and availability of funds, justify and prioritize unfunded requirements, and assist with development, review and recommendation of execution year funding efforts in support of



Program Management of the IBAS portfolio. The Contractor must provide Return on Investment estimates. The Contractor must provide recommendations based on an assessment cost realism, such as:

- Past contract cost performance including history of overruns or underruns
- Cost Basis of Estimates (BOEs)
- Other evidence to support the total cost proposed (e.g., copies of quotes/proposals/purchase orders from sub-tier contractors for materials or services).

3.4 Strategy Development and Analysis (L/H)

The Contractor must provide strategy development and analysis support.

3.4.1 Industrial Base and Supply Chain Assessments:

The Contractor must provide industrial base and supply chain assessments, studies, market surveys, and analysis. The Contractor must provide manufacturing readiness level assessments in support of the program, initiatives, studies and projects. The Contractor must perform trade-off studies and risk assessments. The Contractor must conduct surveys and analyze results. The Contractor must develop investment strategies for industrial base initiatives and supply chains. The Contractor must assess foreign activity risks and opportunities to the U.S. industrial base and provide recommended courses of action in collaboration with COCOMs and Service programs of record for supply chain investments. This includes projects within the IBAS portfolio such as: National Imperative for Industrial Skills (NIIS), Submarine Workforce Development, Electronics Manufacturing Workforce Development, Defense Precision Optics Workforce Development, Critical Materials manufacturing, Microelectronics (Lead-free, Advanced Packaging, RF and Directed Energy) and Hypersonics Industrial Base Capability and Capacity.

3.4.2 Technology Assessments:

The Contractor must provide technology assessments and analysis. This includes surveys, interviews and site visits to industry to further the objectives of the IBAS program as delineated in Section 1.1.

3.4.3 Planning:

The Contractor must gather information, identify issues and provide recommendations and draft documentation to achieve overall goals for strategic planning for Industrial Base Policy within the authority of the IBAS program as delineated in Section 1.1.

3.4.4 Training Analysis:

The Contractor must recommend processes, procedures, and techniques required to acquire and support training, training devices and training equipment. These analyses support the Workforce Development programs within the IBAS portfolio such as: National Imperative for Industrial Skills (NIIS), Submarine Workforce Development, Electronics Manufacturing Workforce Development, Defense Precision Optics Workforce Development

3.5 Acquisition Planning and Support (FFP)



Acquisition support consists of the process of making recommendations in regards to the implementation and management of acquisition procurements/documentation to ensure that documents are properly drafted to support proper controls and regulations.

3.5.1 Acquisition Plans and Strategies:

The Contractor must provide support in pre-acquisition and acquisition strategy planning and implementation. The Contractor must provide support in acquisition milestone planning, tracking, scheduling, briefing preparation, staff coordination, as well as decision documentation preparation and documentation. Planning must support in excess of 60 active projects with an overall value up to \$700M annually.

3.5.2 Documentation:

The Contractor must analyze, evaluate, and provide recommendations for the planning, development, monitoring and execution of procurement and contractual documentation. Documents will include standard DoD contractual documents for both Federal Acquisition Regulations (FAR) and non-FAR based contracts such as Other Transaction Authority (OTA). Additional documentation may include briefing materials for senior DoD leadership and Congressional liaison offices. Documents are maintained in the organizational SharePoint site or customers network drive file system.

3.5.3 Evaluation:

The Contractor must support pre- and post-award efforts, requirements generation, analyzing contractor proposals, advisory roles for technical reviews, and acquisition strategies, as permitted by law and regulation. The Contractor must review, track deliverables and analyze programs cost, schedule and performance data.

3.5.4 Acquisition Risk Management:

The Contractor must analyze the cost, schedule, and performance of all IBAS acquisition efforts and provide recommendations on how to reduce cost, schedule and performance risk through optimal use and/or expansion of current and/or establishment of new acquisition platforms.

3.5.5 Policy and strategy:

The Contractor must provide recommendations on best practices and novel approaches to ensuring the Government receives maximum benefit for its investments. This includes, but is not limited to, policy and contractual language recommendations on claw-back clauses, schemes to ensure access to facilities and equipment following completion of formal agreements, and other means as appropriate. The periodicity of this task must be in parallel to the tasking in paragraph 3.5.1.

3.6 Operations and Communications Management Support (L/H)

3.6.1 Operations Management Support:

The Contractor must provide operational management support to include but not limited to; schedule management, annual calendar planning, events planning, travel support, assignment and close-out of internal and external taskings, and prioritization and de-confliction of personnel and schedules to ensure mission success. Contractor must ensure team has access to the



Correspondence and Task Management System (CATMS), Industrial Base Policy SharePoint and Network drives, Contractor Workforce Review Board, and other internal management sites as directed.

3.6.2 Communications Management Support:

The Contractor must provide communications management support to include but not limited to; communications management, speech writing support, public engagement strategy support, website management, dashboard management, and social media support. The Contractor must provide written reports, briefings, memorandums, and meeting minutes. The Contractor must provide communication priorities, policies, procedures, decisions, goals and issues. The Contractor must prepare and maintain reports, and statistics related to the functional area. The Contractor must analyze, evaluate and prepare program briefs, reports and correspondence. The Contractor must develop, review and update charters, MOAs, MOUs, and organizational charts to enable more effective communication and organization for the program and stakeholders.

3.6.3 Data Calls:

The Contractor must provide recommendations for response to: Congressional, Executive Orders, GAO, DOD, other Government agency, media or industry inquiries, Freedom of Information Act (FOIA) requests, internal and external reports, audits and for Congressional testimony. Information to be provided/recommended upon will be in the form of Committee Reports, National Defense Authorization Act (NDAA), NDAA mark-ups, Appropriations, Requests for Information (RFI), Staffer Briefings, Media & Industry Inquiries as well internal data calls in support of Congressional testimony. Nominally, (4) Reports, 20 RFIs, 6 briefings, 30 inquiries and 15 data calls can be expected annually.

3.6.4 Defense Industrial Base Liaison

The Contractor must provide on-site liaison personnel at four to six select locations throughout the country to interface with local DIB communities. Personnel acting in this role will provide communications and coordination in support of the IBAS initiatives. Notional locations for planning purposes are the northeastern U.S., southeastern U.S., Texas, California, and Hawaii or Guam.

3.6.5 Online Communications

The Contractor must manage client websites, internal program management dashboard, social media and online activities using expertise in website development, Microsoft Sharepoint development tools and social media including but not limited to: Facebook, Twitter, and LinkedIn.

3.7 Project Management Support (L/H)

The Contractor must provide project management support of IBAS investments, contracting mechanisms and collaboration initiatives.

3.7.1 Project Management Support:

The Contractor must provide support for requirements generation, allocation, verification, and validation for planned program investments. The Contractor must evaluate issues and provide



recommendations related to cost, schedule, and performance for current and planned program investments. The Contractor must provide recommendations for planning, organizing, and managing critical aspects of the development, production, and/or deployment of capabilities for industrial base and supply chain investments. The contractor must prepare and maintain robust configuration control over project related documentation, archiving said documents within the program SharePoint site or the customer's network drive file system.

3.7.2 Technical Support

The Contractor must provide technical guidance, methodologies in managing, evaluating, providing recommendations, reports, and resolutions. The Contractor must review, assess, and monitor industrial base trends and reports and recommend resolutions to industrial base issues with specific Weapon System impacts. The Contractor must perform and provide reviews, analyses, studies, documentation, and recommendations for projects including technical subject matter expertise as required.

3.8 Media and Conference Services Support (L/H)

The Contractor must provide support for the development of program-oriented products to include marketing and strategic communications materials, briefings, reports, conference handouts, and other digital and print media as required. The Contractor must provide the media services support to include but not limited to; print production, poster production, graphic design, conference support, and general media services. In order to support the often short turn-around times required for these, the contractor must have an in-house graphics and editing team capable of rapidly delivering products for immediate use by the program.

3.9 Industrial Base and Supply Chain Support Tools (L/H)

The Contractor must provide the IBAS Program access to technologies and tools to support the assessment and monitoring of the DIB and supply chains to include but not limited to; supply chain risk mitigation; industrial base analysis tools; cyber for manufacturing tools and integration platforms; and emerging capabilities for decision industrial base tools. As detailed in future contract modifications the Contractor must provide COTS and GOTS solutions, provide the supporting software integration, conduct supporting analysis and tailor the capability to meet requirements.

3.10 Surge Support (L/H)

The IBAS Program Office may experience an increase in workload to meet National Security requirements in line with its Title 10 authority. The contractor must be prepared to provide CONUS or OCONUS support for unanticipated surge support requirements for all identified tasks within the PWS as delineated by contract modification. The surge support is estimated to be approximately 20% of the nominal tasking as delineated in paragraphs 3.1 through 3.9.

3.11 Transition Period (L/H)

A transition period is scheduled for a thirty (30) day period prior to the TO end date (transition out) to allow for orderly contract transition. In order to maximize the effectiveness of the



transition process, an initial meeting between the Government's Contracting Officers Representative and Contracting Officer for the incoming and outgoing Contractors must be held to address transition in and transition out requirements and responsibilities no later than five (5) business days into the Transition in/Transition out period, and subsequent meetings not less than weekly thereafter, unless otherwise determined by the Contracting Officer (CO). When an incumbent contractor is also the successor contractor, these meetings will not be waived since the orderly transition from one work specification to another will also require significant management involvement in the transition process.

3.11.1 Transition In

There will be a 30-day transition period with the Government representatives. On the designated start date, the Offeror will conduct a “kickoff” meeting with the Government representatives in order to establish transition expectations, contact information and review procedures and processes. Within five (5) business days after contract award, the contractor will submit to the government a Transition-In plan that will, as a minimum, contain the following elements:

- Staffing plan that outlines how the contractor expects to provide fully qualified and available staff by 10 business days after contract award.
- Plan for Department of Defense Common Access Card (CAC) issuance to all contractor staff requiring CACs prior to 10 business days after contract award.
- Any other information requested by the Government at the “kickoff meeting”.

At the end of the 30 day transition, the contractor will provide a transition report that summarizes the contractors’ current status, lessons learned from the transition, and a plan of actions and milestones (POAM) for any remaining incomplete transition in actions. The Government has three (3) business day to review, comment, and approve the Transition-In Plan. The Contractor must have three (3) business day to adjudicate comments.

3.11.2 Transition Out:

The Contractor must perform the contract phase-out activities necessary for cutover and to support the transition to replacement services as this contract approaches the end of its performance period. The Contractor must coordinate with and assist the follow-on Contractor in establishing the most cost-effective method for transitioning from this contract to any replacement contract without de-grading existing service. To maintain continuity of services when the contract ends, the contractor must submit a thorough transition plan to support a comprehensive knowledge transfer from the incumbent to the Government and/or follow-on contract personnel. The contractor is expected to research industry best practices for constructing a transition plan and submit a quality product.

The contractor must submit a Transition-Out plan to the COR for approval within one week after notification of termination or in the case where termination is not applicable, no later than 90 calendar days prior to the end of the contract period. If the transition plan is found to be inadequate, the COR will reject it and the contractor must update it and provide a finished product within three business days.



At a minimum, transition activities must include:

- A checklist of all items on the transition plan
- Instructions on how all procedures and operating processes will be communicated to the personnel taking over incumbent duties
- Identification of all documentation that will be turned over and where it is maintained
- Timetable on when all transition events will occur
- Describe how overall knowledge transfer will occur to the personnel taking over those duties.
- Describe how the incumbent will transition access to all applications and systems.
- List of scheduled reviews and other meetings
- Continuance of standard operations
- Instructions on how to obtain required badges or clearances, and obtain access to Government data bases
- Transition report that summarizes the contractor's current status, lessons learned from the transition, and a plan of actions and milestones (POAM) for any remaining incomplete transition in actions.

The transition plan must demonstrate an understanding of what is involved in the transition from the current contractor to the successor contractor. It must address all elements of assumption of service and transition to the required service delivery targets. At the end of this contract period of performance, the Contractor must provide similar transition/cutover training and support to any new Contractor selected.

3.12 ORGANIZATIONAL CONFLICTS OF INTEREST

In accordance with FAR Subpart 9.5, companies supporting this effort would be precluded from award of contracts for the sustainment of the Defense Industrial Base issued by Under Secretary of Defense for Acquisition and Sustainment (OUSD(A&S)) Industrial Policy, Industrial Base Analysis and Sustainment (IBAS).